

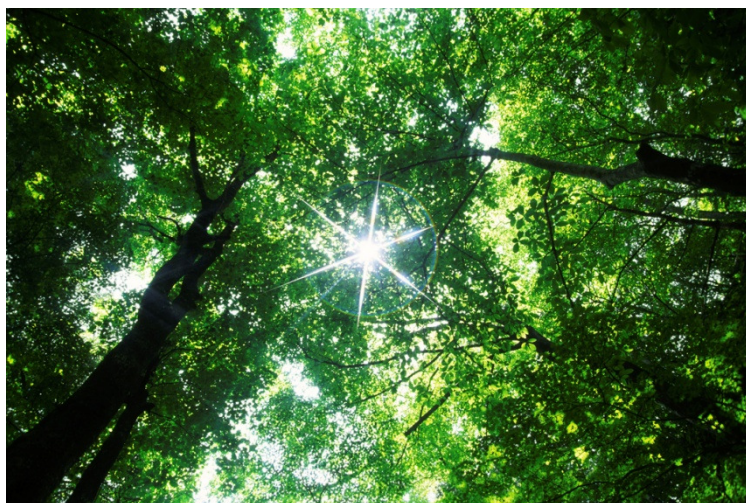
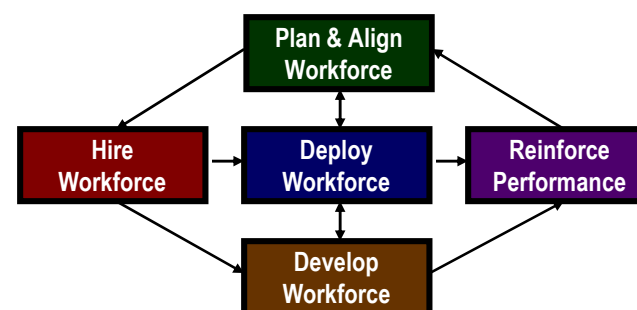
October 2009

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## State of Washington Department of Ecology

# Human Resource Management Report

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# Managers' Logic Model for Workforce Management



# Executive Summary

Performance Measure	Status	Action Priority <sup>e</sup>	Comments
<b>PLAN &amp; ALIGN WORKFORCE</b>			
Management profile <sup>a</sup>	15.8% = "Managers"; 9.8% = WMS only	Medium	WMS control point = 9.8%
% employees with current position/competency descriptions <sup>b</sup>	100%	Low	
<b>HIRE WORKFORCE</b>			
Average Time to Hire Funded Vacancies <sup>c</sup>	88 days average to hire (of 56 vacancies filled)	Medium	Assess and streamline process
Candidate quality ratings <sup>c</sup>	84% of cand's interviewed had competencies needed 94% of managers were able to hire best candidate	Medium	
Hiring balance (% types of appointments) <sup>c</sup>	31% promotions; 33% new hires; 31% transfers; 2% exempts; 3% other	Medium	
Number of separations during post-hire review period <sup>c</sup>	6	Low	Significant improvement
<b>DEPLOY WORKFORCE</b>			
Percent employees with current performance expectations <sup>b</sup>	97.9%	Medium	Commitment to reach 100%
Overtime usage: (monthly average) <sup>c</sup>	.27 hours (per capita); 3.26% of EEs receiving OT	Low	
Sick leave usage: (monthly average) <sup>c</sup>	6 hours (per capita)	Low	
# of non-disciplinary grievances <sup>c</sup>	0 grievances	Low	
# of non-disciplinary appeals & Dir's Reviews filed <sup>c</sup>	0 appeals, 2 Director's Reviews	Low	
<b>DEVELOP WORKFORCE</b>			
Percent employees with current individual training plans <sup>b</sup>	97.9%	Medium	Commitment to reach 100%
<b>REINFORCE PERFORMANCE</b>			
Percent employees with current performance evaluations <sup>b</sup>	97.9%	Medium	Commitment to reach 100%
Number of formal disciplinary actions taken <sup>c</sup>	22	Medium	Increase policy training
Number of disciplinary grievances and appeals filed <sup>c</sup>	5 grievances; 0 appeals	Low	
<b>ULTIMATE OUTCOMES</b>			
Turnover percentages (leaving state service) <sup>c</sup>	4%	Medium	Dramatic drop due to economy
Diversity Profile <sup>a</sup>	50% female; 12% people of color; 74% persons over 40; 3% with disabilities	High	Update diversity-based employment marketing plan
Employee survey overall average rating <sup>d</sup>	3.9 average rating, 1,332 survey responses	Medium	

a) Data as of 6/30/09; b) Data as of 6/30/09 or agency may use more current date (if so, please note in the "Comments" section); c) Data from 7/1/08 through 6/30/09

d) Data as of November 2007 State Employee Survey; e) Action Priority: H=High, M=Medium, L=Low

# Plan & Align Workforce

## Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

## Performance Measures:

### Management profile

Workforce Planning measure (TBD)

Percent employees with current position/competency descriptions

Agency Priority: Medium

## Management Profile

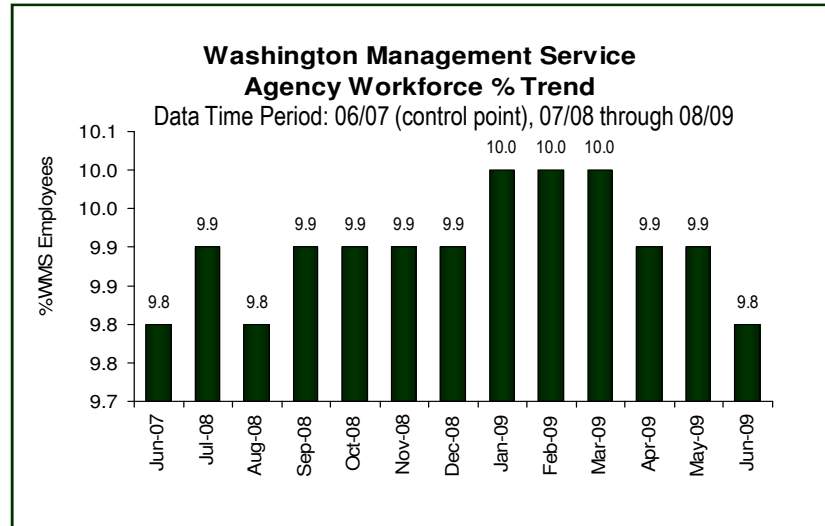
**WMS Employees Headcount = 159**

**Percent of agency workforce that is WMS = 9.8%**

**All Managers\* Headcount = 253**

**Percent of agency workforce that is Managers\* = 15.8%**

\* In positions coded as "Manager" (includes EMS, WMS, and GS)



## Analysis:

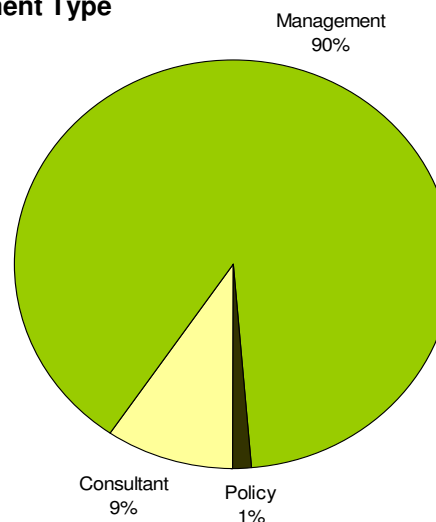
- Ecology met the 9.8% WMS baseline control point established by the Department of Personnel in July of 2007 for this reporting period. In fact, Ecology had two less WMS managers than the corresponding 2007 headcount of 161.
- The reduction in manager positions prior to July, 2007, and the continued reduction in managers since then has significantly increased the span of control for some managers, creating additional supervisory and managerial challenges for a science-based, regulatory agency.

## Action Steps:

- Ecology will continue to manage its WMS positions to maintain the WMS baseline set by the Department of Personnel.
- All requests for WMS positions will be carefully reviewed by the Deputy Director and HR Director prior to approval.
- Ecology will continue to review the agency's organizational structure, including span-of-control, and work assignments and align resources as needed to focus on meeting strategic priorities and budget demands in the most efficient and effective manner possible.

## WMS Management Type

Management	142
Consultant	15
Policy	2



Data as of June 30, 2009  
Source: DOP HRMS Business Intelligence

# Plan & Align Workforce

## Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

## Performance Measures:

Management profile  
Workforce Planning measure (TBD)

**Percent employees with current position/competency descriptions**

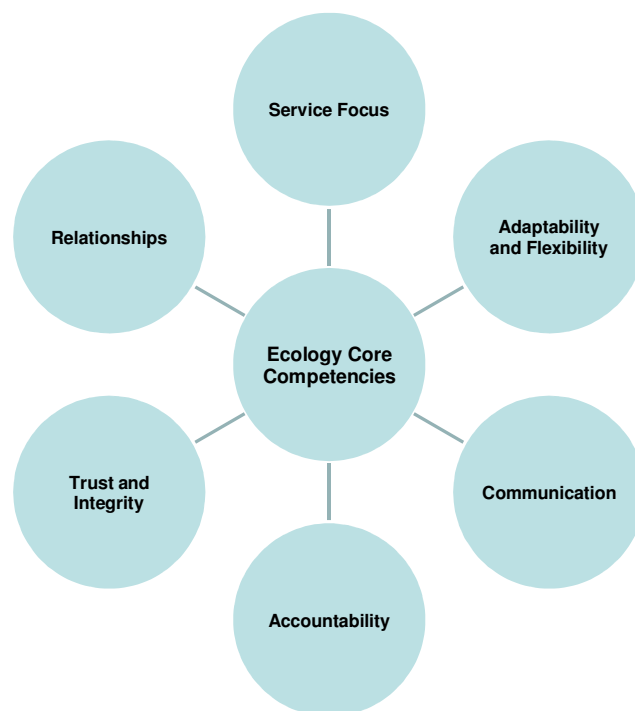
## Current Position/Competency Descriptions

Agency Priority: Low

**Percent employees with current position/competency descriptions = 100%\***

\*Based on 1,426 of 1,426 reported employee count  
Applies to employees in permanent and exempt positions, both WMS & GS. Excludes administrative interns and work study.

## Ecology Core Competencies



Data as of 2008  
Source: Department of Ecology Tracking

## Analysis:

- Ecology maintains six Core Competencies for all agency staff as follows:
  - Service Focus**
  - Adaptability and Flexibility**
  - Communication**
  - Accountability**
  - Trust and integrity**
  - Relationships**

All Core Competencies are noted in the PDFs and as needed in PDPs.

- Links to agency and DOP competencies are provided in electronic PDF and PDP forms to create more comprehensive descriptions and expectations.
- Agency guidance is provided to supervisors to tailor competencies specific to the work for each position, not cut and paste.

## Action Steps:

- Agency supervisors will continue to update position descriptions as duties or competencies change and during each annual evaluation.
- HR will review and revise PDF instructions and forms by the end of October 2009.
- HR will provide new agency guidance for incorporating competencies into the recruitment and selection process.
- As part of an agency-wide position file audit, HR will continue to review PDF's for relevant, quality content and clearly articulated position relationship to Ecology's mission. Continue to provide agency consulting and guidance as needed.



# Hire Workforce

## Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

## Performance Measures

### Time-to-hire vacancies

### Candidate quality

Hiring Balance (proportion of appointment types)

Separation during review period

## Time-to-Hire / Candidate Quality

Agency Priority: Medium

### Time-to-Hire Funded Vacancies

Average number of days to hire\*: **88**

Number of vacancies filled: **56**

\*Equals # of days from the date the hiring supervisor informs the agency HR Office to start the process to fill the position, to the date the job offer is accepted.

Agency Priority: High

### Candidate Quality

Of the candidates interviewed for vacancies, how many had the competencies (knowledge, skills & abilities) needed to perform the job?

**Number = 167 Percentage = 84%**

Of the candidates interviewed, were hiring managers able to hire the best candidate for the job?

Hiring managers indicating "yes":

**Number = 45 Percentage = 94%**

Hiring managers indicating "no":

**Number = 3 Percentage = 6%**

## Analysis:

- There was minimal change from last reporting period's time- to-hire of 87 days. However, there was also a 70% decline in the number of vacancies filled from the last reporting period (189) due to a hiring freeze and budget reductions and a focus on layoffs.
- Of the 56 vacancies, 32% were filled within 45 days, 39% within 46 – 90 days, and 29% within 91 days or more.
- 34% of the positions filled in 45 + days were in the Environmental Specialist series.
- Percentage of candidates with knowledge, skills and abilities increased from 79% to 84%.
- 80% of hiring managers responded to the candidate quality survey. Only 6% of responding managers indicated not being able to hire the best candidate for the job. The reasons they gave are: advancement potential, benefit disparity, higher salary offered elsewhere, and low starting salary offered by agency.

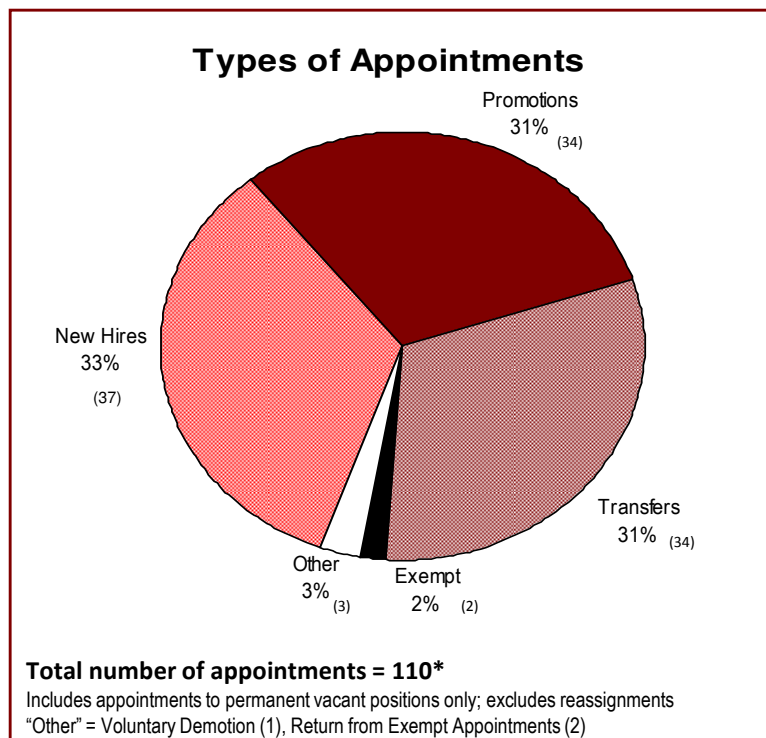
## Action Steps:

- HR will review the total recruitment process and identify opportunities for streamlining and sustaining high levels of service delivery, before June 30, 2010.
- HR will implement identified strategies for streamlining and improving the processes and the results by July 1, 2010.
- HR will develop a tracking system that identifies lag areas in the total recruitment process before June 30, 2010.

Data Time Period: 7/1/2008 – 6/30/2009  
Source: E-Recruiting

## Hiring Balance / Separations During Review Period

Agency Priority: Medium



Agency Priority: Medium

Separation During Review Period	
Probationary separations - Voluntary	2
Probationary separations - Involuntary	2
<b>Total Probationary Separations</b>	<b>4</b>
Trial Service separations - Voluntary	2
Trial Service separations - Involuntary	0
<b>Total Trial Service Separations</b>	<b>2</b>
<b>Total Separations During Review Period</b>	<b>6</b>

Data Time Period: 07/01/08 through 06/30/09  
 Source: HRMS Business Intelligence

### Analysis:

- The total number of appointments (110) dropped by 53% from last reporting period (235). The Governor and the Legislature imposed hiring freezes during this reporting period resulting in a significant decline in the number of appointments.
- Promotions - 76% (26) of promotions were achieved within the agency. The remaining 24% (8) were promotions from other state agencies.
- New Hires – 35% (13) are internal appointments to permanent positions from non-permanent, project and exempt positions. 57% (21) are new hires, and the remaining 8% (3) are rehires to state service.
- Transfers – 94% (32) are internal transfers from within the agency. Remaining 6% (2) are transfers from other state agencies.
- Separations during the review period (6) decreased by 25% from last reporting period (8). The economic recession and its attendant weak job market may have contributed to the lower number of voluntary separations for this reporting period.

### Action Steps:

- Continue to provide opportunities for Ecology employees to advance their careers through effective workforce planning and competency development.
- Continue to advertise and promote vacancies in E-Recruiting, our Inside Ecology intranet newsletter and Ecology's internet recruitment website to provide maximum visibility to Ecology employees.
- Support Governor's priority of reemploying laid off employees by accessing statewide layoff lists and the general government transition pool (GGTP) for recruitments.

# Deploy Workforce

## Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

## Performance Measures

### Percent employees with current performance expectations

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

## Current Performance Expectations

Agency Priority: Medium

**Percent employees with current performance expectations = 97.9%\***

\*Based on 1,396 of 1,426 reported employee count. Applies to employees in permanent positions, both WMS & GS.

### Ecology Commitment:

*Supervisors will focus more on directing work through positive reinforcement throughout the year, providing feedback year-round rather than waiting until annual review time, and make sure issues are addressed promptly and not left until the end of the evaluation period.*

### Analysis:

- Director expectation for completion of performance evaluations has been articulated since 1989. Ecology's completion rates have been over 90% since 1999. This year we achieved 97.9%. Some were not completed due to a transition between managers.
- After the 2007 Employee Survey, Ecology developed agency best practices and commitments. PDP training was conducted in 2008 consistent with those practices and performance management confirmation requirements. HR partnered with DOP client services to develop the agency-specific curriculum.
- Performance expectations are developed for new probationary and trial service employees. Evaluation of those expectations is completed halfway through the probationary or trial service period.
- Expectations are tied to relevant competencies.

### Action Steps:

- Executive Management: Recommit and communicate the 100% PDP completion goal for 2009 annual evaluations.
- HR will use 2009 Employee Survey feedback to develop further improvements and best practices to the agency performance management process. Reinforce with managers through ongoing management team meetings.
- HR will review and revise guidelines for developing meaningful performance expectations as posted on the Ecology HR website.
- HR will conduct periodic audit of evaluations to assess quality of expectations and provide continued agency guidance.



## Overtime Usage

Agency Priority: Low

# Deploy Workforce

### Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

### Performance Measures

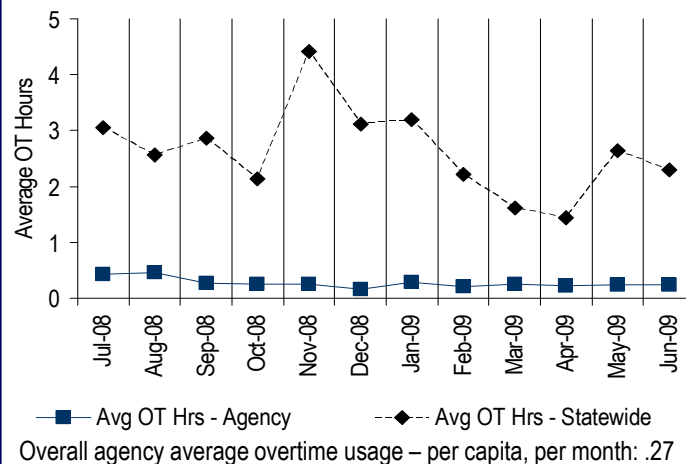
Percent employees with current performance expectations

### Overtime usage

Sick leave usage

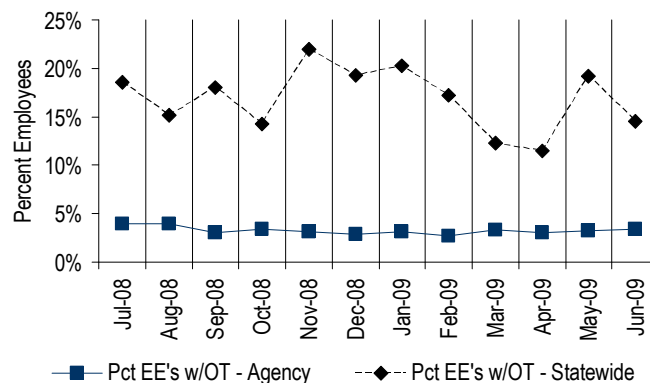
Non-disciplinary grievances/appeals filed and disposition (outcomes)

**Average Overtime (per capita) \***



\*\*Overall agency average overtime usage – per capita, per month = sum of monthly OT averages / # months

**% Employees Receiving Overtime \***



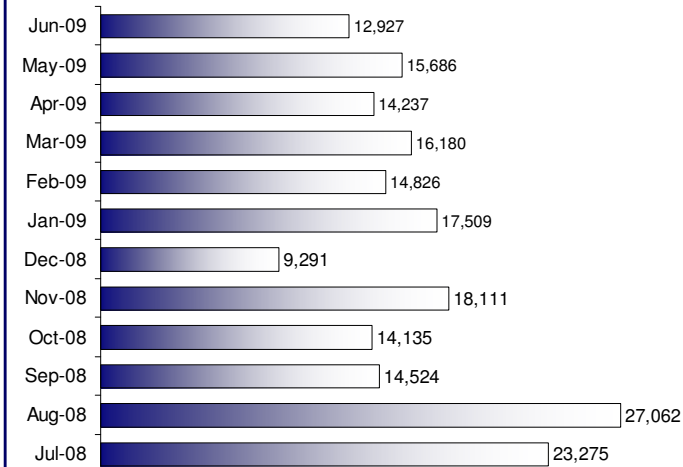
\*\*Overall agency average employees receiving overtime per month = sum of monthly OT percentages / # months

\*Statewide overtime values do not include DNR

Data Time Period: 7/1/2008 through 6/30/2009

Source: HRMS Business Intelligence

**Overtime Cost - Agency**



### Analysis:

- Ecology paid out \$197,743 in total overtime costs for FY 2009, which is the lowest amount paid since FY 2004. Overtime costs have continued to decrease over the last two fiscal years: FY 2009 overtime costs are 15.8% less than FY 2008 and 48% less than FY 2007.
- Ecology's overtime hours continue to fall significantly below the statewide average.
- Spill response accounted for 75% of Ecology's overtime cost for FY 2009. Washington Conservation Corps accounted for 16%, due in large part to assisting with Hurricane Gustaf.

### Action Steps:

- Ecology will continue to carefully monitor the use of overtime.

# Deploy Workforce

## Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

## Performance Measures

Percent employees with current performance expectations

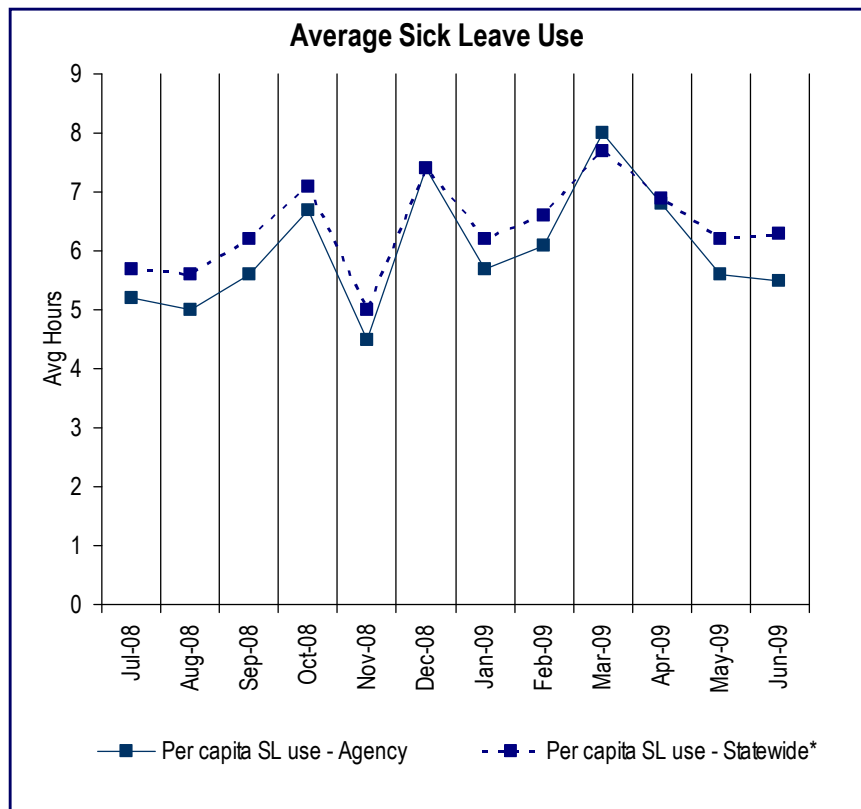
Overtime usage

## Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

## Sick Leave Usage

Agency Priority: Low



## Analysis:

- Ecology's sick leave usage is below statewide averages.
- Ecology Employees used an average of 0.4 hours of sick leave less every month than state employees as a whole.
- The wide range of activities available in Ecology's Wellness Program has provided employees with ample opportunity to improve their well-being.

## Action Steps:

- HR will continue to maintain and expand Ecology's Wellness Program to provide employees with a wide range of opportunities to participate in wellness activities sponsored by the agency.
- Ecology will continue to provide a comprehensive response to the 2009 influenza pandemic, including supplementary cleaning, providing alcohol-based hand sanitizers and on-site flu shots at the Lacey HQ site.
- Ecology will continue to provide ergonomic workstation assistance to new employees, prompt responses to requests for ergonomic assessment and priority scheduling of workstation adjustments.
- Ecology will continue to assist with employee claims for workers compensation and follow up with aggressive claims management and return-to-work plans.

## Sick Leave Hrs Used / Sick Leave Balance (per capita)

Avg Hrs SL Used (per capita) - Agency	Avg SL Balance (per capita) - Agency	Avg Hrs SL Used (per capita) - Statewide*	Avg SL Balance (per capita) - Statewide*
6 Hrs	317.8 Hrs	6.4 Hrs	240.2 Hrs

Data Time Period: 7/1/2008 through 6/30/2009  
Source: Department of Personnel

\* Statewide data does not include DOL, DOR, L&I, and LCB

## Non-Disciplinary Grievances (represented employees)

Agency Priority: Low

### Deploy Workforce

#### Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

#### Performance Measures

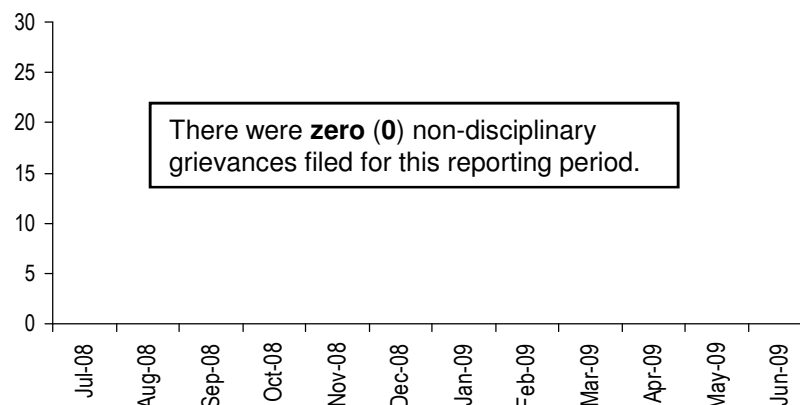
Percent employees with current performance expectations

Overtime usage

Sick leave usage

**Non-disciplinary grievances/appeals filed and disposition (outcomes)**

#### Number of Non-Disciplinary Grievances Filed



**Total Non-Disciplinary Grievances = [0]**

\* There may not be a one-to-one correlation between the number of grievances filed (shown top of page) and the outcomes determined during this time period. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

#### Non-Disciplinary Grievance Disposition\* (Outcomes determined during time period listed below)

- There were **zero (0)** non-disciplinary grievance outcomes determined during this reporting period.

#### Top 5 Non-Disciplinary Grievance Types (i.e., Compensation, Overtime, Leave, etc)

Grievance Type	# Grievances
1. N/A	0
2. N/A	0
3. N/A	0
4. N/A	0
5. N/A	0

#### Analysis:

- There were no non-disciplinary grievances filed during this time period.

#### Action Steps:

- Ecology managers and supervisors will continue to be responsible for providing clear business-related expectations for employees to foster a working environment that is open and collaborative.
- Ecology managers and supervisors will continue to be encouraged to work with Union representatives and employees to resolve issues at the lowest possible level.
- Supervisors and managers will continue to receive regular training and guidance in the fundamentals of labor relations and collective bargaining agreement changes to maintain a work environment that fosters open, clear communication, collaboration and information sharing.

Data Time Period: 7/1/2008 through 6/30/2009  
Source: Department of Ecology

# Deploy Workforce

## Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

## Performance Measures

Percent employees with current performance expectations

Overtime usage

Sick leave usage

**Non-disciplinary grievances/appeals filed and disposition (outcomes)**

## Non-Disciplinary Appeals (mostly non-represented employees)



Agency Priority: Low

### Filings for DOP Director's Review

- 2 - Job classification
- 0 - Rule violation
- 0 - Name removal from Layoff List
- 0 - Exam results or name removal from applicant/  
candidate pool, *if DOP did assessment*
- 0 - Remedial action
- 2 - Total filings

### Filings with Personnel Resources Board

- 0 - Job classification
  - 0 - Other exceptions to Director Review
  - 0 - Layoff
  - 0 - Disability separation
  - 0 - Non-disciplinary separation
  - 0 - Total filings
- Non-Disciplinary appeals only are shown above.

There is no one-to-one correlation between the filings shown above and the outcomes displayed in the charts below. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

### Director's Review Outcomes - 0

Total outcomes = 0

### Personnel Resources Board Outcomes - 0

Total outcomes = 0

Data Time Period: 7/1/2008 through 6/30/2009  
Source: Department of Personnel

# Develop Workforce

## Outcomes:

A learning environment is created. Employees are engaged in professional development and seek to learn. Employees have competencies needed for present job and future advancement.

## Performance Measures

**Percent employees with current individual development plans**

Competency gap analysis (TBD)

## Individual Development Plans

Agency Priority: Medium

**Percent employees with current individual development plans = 97.9%\***

\*Based on 1,396 of 1,426 reported employee count  
Applies to employees in permanent positions, both WMS & GS



## Analysis:

- Ecology has a long established practice of completing Individual Development Plans annually with performance evaluations. This year we achieved 97.9%. Some were not completed due to a transition between managers.
- HR provides comprehensive training and development support to the agency in the following workshop categories:
  - **Interpersonal Skills/Effectiveness**
  - **Self-Management/Problem Solving**
  - **Communication/Writing**
  - **Required Training – Risk Management**

This ensures available resources for completion of Individual Development Plans and that effective training is available for achievement of expectations and growth.

- Ecology's Competitive Fellowship program provides tuition above and beyond other program tuition reimbursement. In 2008, 18 separate applications were awarded for full or partial tuition reimbursement.

## Action Steps:

- Executive Management has emphasized its commitment to achieving the 100% PDP completion goal for the 2009 annual evaluations.
- Due to budget constraints the Competitive Fellowship Program will not be available in 2009. HR will seek possible funds for 2010.
- Managers will hold staff discussions after we receive the 2009 Employee Survey results. Comments and suggestions will be used to identify further improvements and best practices to the agency PDP/IDP process.
- HR will continue to consult with DOP for development of new training opportunities consistent with agency performance management practices.

Data as of 2008 Annual Evaluation Completion  
Source: Department of Ecology Tracking



# Reinforce Performance

## Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

## Performance Measures

### Percent employees with current performance evaluations

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)  
Reward and recognition practices (TBD)

## Current Performance Evaluations

Agency Priority: Medium

### Percent employees with current performance evaluations = 97.9%\*

\*Based on 1,396 of 1,426 reported employee count. Applies to employees in permanent positions, both WMS & GS.

Supervisors are expected to use the following Best Practices to strengthen and improve the performance evaluation process, making it more meaningful and productive by:

- Treating the evaluation process as an ongoing dialogue
- Ensuring that the whole year is reviewed as part of the evaluation process.
- Providing motivation to staff by specifically illustrating how their individual key competencies and results contribute to the program/agency goals.
- Soliciting PDP input from staff prior to drafting and presenting copy to employee.
- Ensuring that every supervisor has had Performance Evaluation training.
- Re-emphasizing the central role of Individual Development Plans to strategically identify training opportunities related to job effectiveness and personal growth.

## Analysis:

- Director expectations for completion of performance evaluations have been articulated since 1989. Ecology's completion rates have been over 90% since 1999. We have achieved 100% completion in two prior years. This year we achieved 97.9%. Some were not completed due to a transition between managers.
- After the 2007 Employee Survey, Ecology developed agency best practices and commitments. PDP training was conducted in 2008 consistent with those practices and performance management confirmation requirements. HR partnered with DOP client services to develop an agency-specific curriculum.

## Action Steps:

- Executive Management: has emphasized its commitment to achieve the 100% PDP completion goal for the 2009 annual evaluations.
- Managers will hold staff discussions after we receive the 2009 Employee Survey results. Comments and suggestions will be used to identify further improvements and best practices to the agency's PDP process.
- HR will consult with managers on best practices and commitment to improve the performance evaluation process and provide on-going feedback, as well as review and revise the PDP guidelines posted on the HR.
- HR will conduct an audit of evaluations to assess quality of content, especially in regard to clearly described performance expectations and the subsequent evaluations.
- HR will provide annual PDP training for managers and supervisors and provide continued guidance.

# Reinforce Performance

## Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

## Performance Measures

Percent employees with current performance evaluations

**Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)**

Reward and recognition practices (TBD)

## Formal Disciplinary Actions

Agency Priority: Medium

### Disciplinary Action Taken

Action Impacting Salary	# of Actions
Dismissals	0
Demotions	1
Suspensions	8
Reduction in Pay*	0
<b>Total Action Impacting Salary</b>	<b>9</b>
<b>Non-Salary Actions</b>	
Letters of Reprimand	10
Oral Reprimand	1
Resigned in middle of disciplinary process, therefore level of discipline was not decided	2
<b>Total Non-Salary Actions</b>	<b>13</b>
<b>Total Disciplinary Actions*</b>	<b>22</b>

\* "Reduction in pay" is not currently available as an action code in HRMS/BI

## Analysis:

- Of this reporting period 32% (7) of the actions occurred in 2008 and 68% (15) occurred in 2009.
- Of all disciplinary actions 23% five (5) actions were grieved. Two (2) of the grievances were settled and the other three (3) were withdrawn.
- HR launched a new ethics training program to improve employee understanding of ethical issues and restrictions and to address other workplace behavior and conduct issues.

## Action Steps:

- Ecology will continue to emphasize accountability for employee conduct and actions, training on Ecology policies and procedures, as well as effective supervisory and management oversight.
- Ecology will continue to train supervisors and managers on communicating the agency's expectations for appropriate workplace conduct, investigating and documenting misconduct, and compliance with Ecology's policies and procedures, collective bargaining agreements, and state and federal employment laws and regulations.

### Issues Leading to Disciplinary Action

7 - Attendance/Accountability	4 - Inappropriate Behavior
6 - Performance/Failure to Meet Expectations	1 - Firearm in the workplace
4 - Misuse of State Resources	

# Disciplinary Grievances and Appeals

Agency Priority: Low

## Reinforce Performance

### Outcomes:

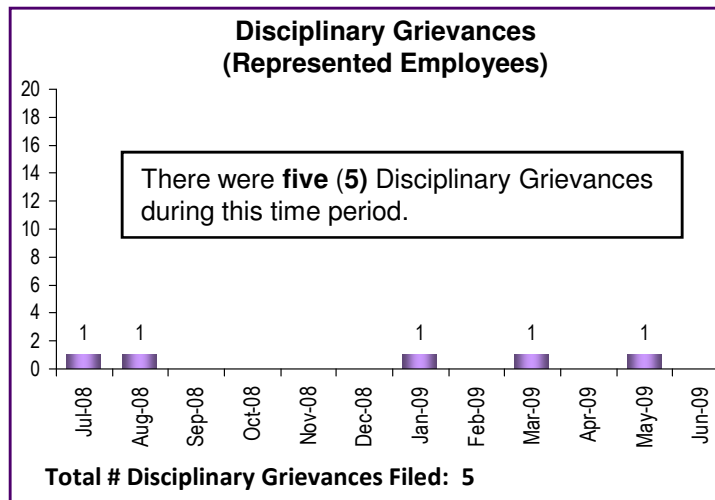
Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

### Performance Measures

Percent employees with current performance evaluations

**Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)**

Reward and recognition practices (TBD)



### Disciplinary Appeals (Non-Represented Employees filed with Personnel Resources Board)

- 0 - Dismissal
- 0 - Demotion
- 0 - Suspension
- 0 - Reduction in salary

**0 - Total Disciplinary Appeals Filed with PRB**

There is no one-to-one correlation between the filings shown above and the outcomes displayed in the charts below. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

### Disposition (Outcomes) of Disciplinary Grievances

- **Three (3)** disciplinary grievances were **withdrawn by the Union**.
- **Two (2)** disciplinary grievances were resolved through **settlement agreements**.

### Disposition (Outcomes) of Disciplinary Appeals\*

There were **zero (0)** disciplinary appeals during this time period.

\*Outcomes issued by Personnel Resources Board

Data Time Period: 7/1/2008 through 6/30/2009  
Source: Department of Ecology and Department of Personnel

# ULTIMATE OUTCOMES

**Employees are committed to the work they do and the goals of the organization**

**Successful, productive employees are retained**

**The state has the workforce breadth and depth needed for present and future success**

## Performance Measures

Turnover rate: key occupational categories

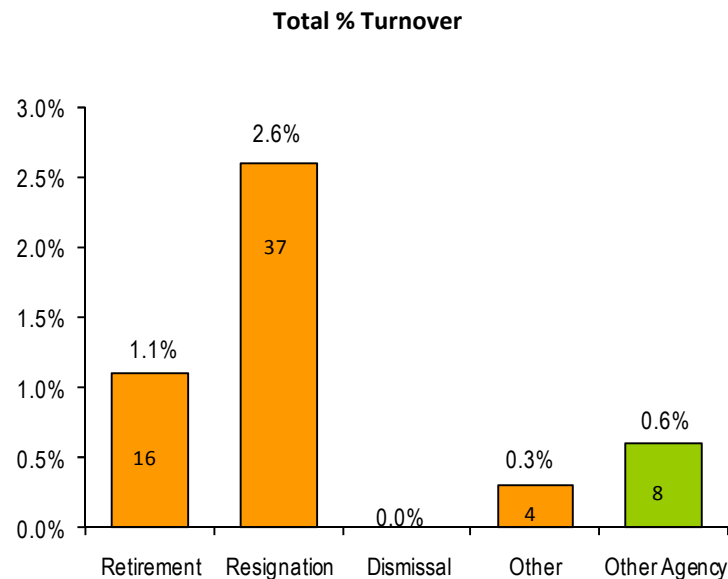
Workforce Diversity Profile

Employee Survey Information

Retention measure (TBD)

## Turnover Rates

Agency Priority: Medium



Total Turnover percentages is based on a workforce population of 1,449 employees. "Other" category includes layoff, probationary separation, disability separation, abandonment of position, and other actions that do not fit the other categories.

### Turnover Actions:

Leaving state service	57
To other agency	8
<b>TOTAL</b>	<b>65</b>

### Turnover %:

Leaving state service	4%
To other agency	.6%
<b>TOTAL</b>	<b>4.6%</b>

Note: Movement to another agency is currently not available in HRMS/BI

Data Time Period: 7/1/2008 through 6/30/2009  
Source: DOP HRMS Business Intelligence and Department of Ecology

### Analysis:

- Total turnover figures do not include non-permanent appointments. Interns, which are non-permanent but are coded as "exempt" in HRMS, were also removed from the data for a more accurate picture of turnover in Ecology.
- With the economic downturn, the department has experienced a significant decrease in turnover overall. The turnover has decreased nearly 50%, dropping from 8.7% to 4.6% during this reporting period. It is expected that turnover will increase as the economy strengthens.
- Ecology tracks the movement of employees to other state agencies internally. Interagency movement is relatively low at .6% of the total employee population and constitutes 13% of agency turnover. Although this percentage has been higher in the past, the decrease during this reporting period has been the result of the economic recession and the attendant hiring freeze, budget reductions and layoffs. It is expected that as the economy improves, this type of turnover will also increase.

### Action Steps:

- Resume development of a new Workforce Development & Succession Management Plan.
- Provide more opportunities to employees for internal cross-training to promote transfer of knowledge and encourage both vertical and horizontal staff opportunities.
- Continue to monitor data for historically high turnover areas. Continue to assess the exit interview data from employees voluntarily leaving Ecology to identify trends for developing recruitment and retention strategies.
- Continue outreach to colleges, universities and professional organizations to build candidate pools.

# ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

## Performance Measures

Turnover rates and types

Turnover rate: key occupational categories

## Workforce Diversity Profile

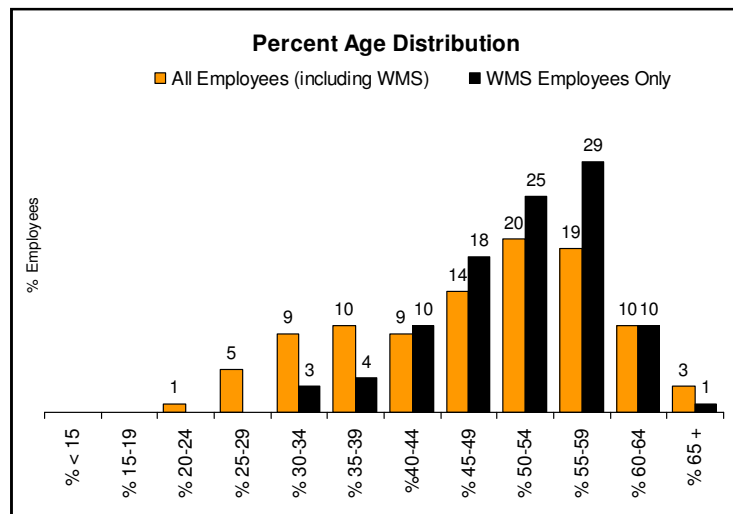
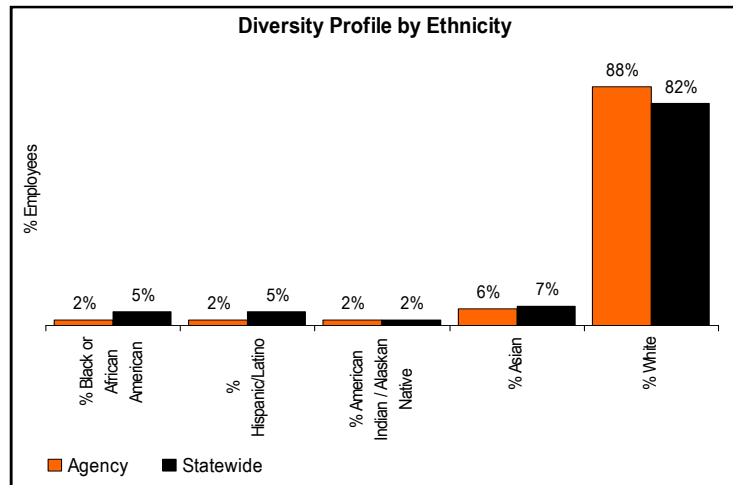
### Employee Survey Information

Retention measure (TBD)

## Workforce Diversity Profile

Agency Priority: High

	Ecology	Goal	State
Female	50%	43%	53%
Persons w/Disabilities	3%	6%	4%
Vietnam Era Veterans	5%	8%	6%
Veterans w/Disabilities	1%	1%	2%
People of color	12%	14%	18%
Persons over 40	74%		74%



### Analysis:

- The percentage of people of color increased to 12% from previous reporting period (11%).
- The percentage of African American and Asian employees increased during this reporting period.
- The agency has lower categorical percentages compared to the State. However, goals for females and veterans with disabilities have been met.

### Action Steps:

- HR's Diversity Coordinator will continue to integrate diversity component into the agency's new recruitment strategy during this fiscal year.
- HR will continue to develop and implement an updated diversity-based employment marketing plan, including new agency branding material specifically targeting diverse candidates and employees by June 30, 2010.
- HR will lead the renewal of the agency's diversity team. A fully functioning team will be formed by April 1, 2010, and will implement identified activities in the diversity team work plan.
- Continue implementing, evaluating and enhancing diversity initiatives within the agency, while soliciting input from diversity team members and other employees on key activities that encourage recruitment, on-boarding and retention of diverse employees.
- Continue working to expand the cultural awareness and competency of the agency's workforce through an increase in the number and type of special diversity events, educational workshops and advanced training.

Data as of 6/30/2009

Source: HRMS Business Intelligence Portal



# ULTIMATE OUTCOMES

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## Performance Measures

Turnover rates and types

Turnover rate: key occupational categories

## Workforce Diversity Profile

## Employee Survey Information

Retention measure (TBD)

## Employee Survey Ratings

Agency Priority: Medium

Question	Avg April 2006	Avg Nov 2007
1) I have the opportunity to give input on decisions affecting my work.	3.8	3.8
2) I receive the information I need to do my job effectively.	4.0	3.9
3) I know how my work contributes to the goals of my agency.	4.2	4.2
4) I know what is expected of me at work.	4.3	4.2
5) I have opportunities at work to learn and grow.	3.9	3.9
6) I have the tools and resources I need to do my job effectively.	4.0	3.9
7) My supervisor treats me with dignity and respect.	4.4	4.3
8) My supervisor gives me ongoing feedback that helps me improve my performance.	3.7	3.7
9) I receive recognition for a job well done.	3.5	3.5
10) My performance evaluation provides me with meaningful information about my performance.	3.5	3.4
11) My supervisor holds me and my co-workers accountable for performance.	4.0	4.0
12) I know how my agency measures its success.	3.4	3.5
13) My agency consistently demonstrates support for a diverse workforce.	N/A	4.0

Overall average: 3.9 3.9

Number of survey responses: 918 1,332

Data as of November 2007

Source: Statewide Employee Survey

## Analysis:

- Dec 2007 – Jan 2008: Agency and program results were received. Management and HR reviewed results, determined agency priorities and process for follow-up.
- Agency priority was given to Questions 8, 9, 10, and 12. Programs focused on those as well as additional ones as indicated by their individual program results.
- Agency survey administrator worked with program managers, directors and teams to discuss program priorities and format for follow-up discussions with staff.
- Feb – April 2008: Program comments and planned actions were consolidated and reviewed; actions and best practices were adopted and communicated to the agency.
- Fall 2008 & Spring 2009: Agency forums were held state-wide by executive management. Discussions centered on Ecology's current state, its goals, budgets, how success is measured, and how each employee contributes to achieving Ecology's Strategic Plan.

## Action Steps:

- An additional agency-wide communications forum will be held in October, 2009, on key accomplishments in meeting agency priorities and a discussion on maintaining service delivery levels under significant budget and workload challenges.
- HR will coordinate with DOP to conduct the 2009 Employee Survey. HR will coordinate the analyses of the results and the development of new or renewed action plans to address issues that may surface from the survey results.